



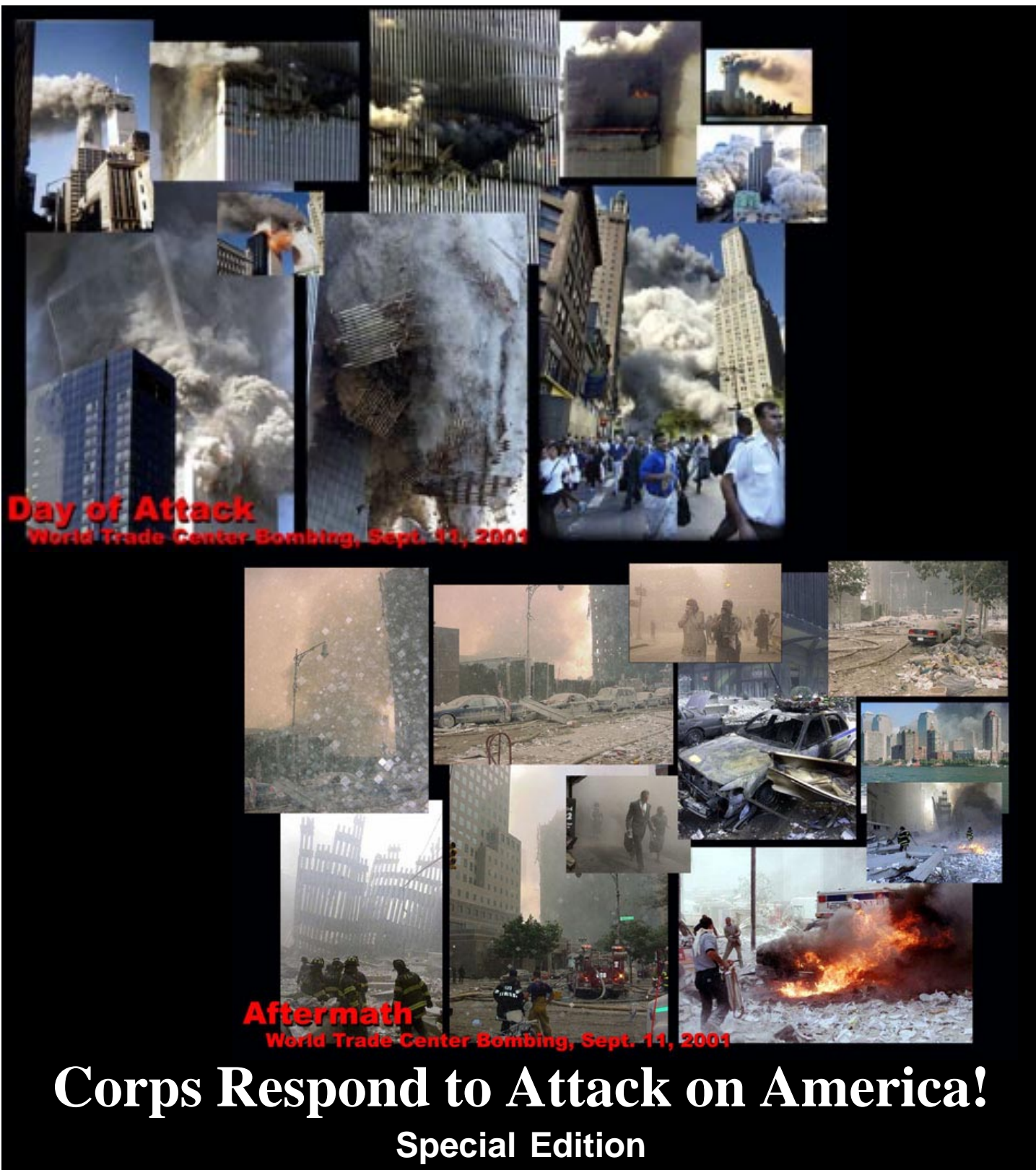
US Army Corps
of Engineers®
Nashville District

DistrictDigest

Volume 101, Number 10

Respected-Responsible-Reliable

October 2001



Contents

A Message From the Chief	3
Corps Administrative Staff Makes Things Happen	4
Boat Crews are Corps' Unsung Heroes	5
World Trade Center – Ground Zero – Sept. 11	5
Nashville Personnel Respond to Disaster	6
Corps of Engineers Helping New York Recover	8
DTOCS Support Fire Department at World Trade Center	9
Corps' Urban Search and Rescue Structure Specialists Risk Lives at Ground Zero	11
Going Into the Red Zone	12



The Attack on America on Sept. 11 is portrayed in the top photo. The bottom photo shows some the response by the U.S. Army Corps of Engineers to the Sept. 11 attack.



U.S. Army Corps of Engineers Photos

DistrictDigest

Commander

Lt. Col. Steve Gay

Public Affairs Officer

Edward Evans

Editor

Bill Peoples

Layout and Design

Kathleen Bullock

Circulation

IMO (Mail Center)

The District Digest is an unofficial publication authorized under the provisions of AR 360-81. It is designed through desktop publishing and printed by offset process for the Nashville District, U.S. Army Corps of Engineers. Circulation is 1,600.

The editorial views and opinions expressed are not necessarily those of the U.S. Army Corps of Engineers or the Department of the Army.

The District Digest is printed monthly and is a Command Information publication of the Nashville District, U.S. Army Corps of Engineers.

Articles, photographs, and other contributions are welcomed and encouraged. The editor reserves the right to make editorial changes to all material submitted for publication.

Story ideas and articles may be submitted to P.O. Box 1070, Nashville, TN 37202-1070. Details may be obtained from the editor at (615) 736-7161.

Written material may also be sent electronically to the editor at the following e-mail address: William.L.Peoples@usace.army.mil/

Information about the Nashville District may also be found on the District's homepage at: <http://www.orn.usace.army.mil>.

A Message From the Chief

Lieutenant General Bob Flowers

On 11 September, the United States of America became a country at war. Our war is against those who commit acts of terrorism and the countries that support them. Like almost all wars, the United States will use all its elements of national power; diplomatic, economic, intelligence and informational, and military, to fight against the terrorist networks and their supporters. Like most wars, our success is dependent upon our ability to develop coalitions among nations and sustain our united efforts over a long period of time. Yet unlike most conflicts, this is a global war to be waged on many fronts to include the continental United States. The national campaign plan against terrorism will challenge us all in ways never experienced before. U.S. Air Force aircraft will patrol the skies above our nation's cities. Security in our airports, in our sporting events, in our workplace and elsewhere will be unprecedented. All citizens will be affected, whether serving in the military at locations abroad or merely responding to new measures of security in their hometowns. To be successful in the campaign against terrorism, all citizens must participate with perseverance, vigilance and patience. Our victory is dependant upon the collective unity and will of our great Nation.

Our post-Cold War, peacetime Army is now confronted with the challenge of winning the Nation's war on multiple fronts. Success is dependant upon synchronizing the Army's efforts with that of the other Services, our coalition partners, the other agencies of Federal, State and local government, and the private sector. The Total Army, active, Guard and Reserve, will be called upon to support this long-term campaign. We, the United States Army Corps of Engineers, must do all we can to support, and at times lead, the Army's efforts in this campaign. In support of the combatant commands, the regional CINCs, engineers must be totally involved in the planning for all phases of combat operations. We also must be involved in the planning for humanitarian operations to insure that supportive requirements are met. Where-

ever our service members are deployed, critical infrastructure such as airports, seaports, roads and facilities, must be sustained and protected. Our MACOM must begin planning for extensive support to major OCONUS locations for a very extended period of time.

In the continental United States, the Corps of Engineers can be an invaluable and leading contributor to Homeland Security. Our experience in consequence management and interagency efforts from natural disasters, has great relevance in fighting the war against terrorism at home. As a federal agency, we will be very involved in the identification, prioritization and security of critical infrastructure across the country. We will continue to advise and assist our Army and Air Force commanders on how to improve force protection and security around their military installations. We must expand upon our centers of expertise in Force Protection and Electronic Security. Security Engineering should be a capability of every organization in the Corps. Our research and development capability should be focused the problem to continually improve our ability as engineers and our understanding of the technology advances. We must work to develop projects and programs that enhance the security of critical infrastructure against terrorism while minimizing manpower manning requirements. We must quickly learn from the new Army missions that become defined in Homeland Security and adapt our efforts to support them. We must put in place the doctrine, training, skills, equipment and leadership that will enable the Army to successful in the mission.

Before 11 September, the Army was in the early stages of Transformation to prepare itself for future conflict. Now the Army must transform itself while at war. Transformation will continue, adapting our plans as we learn from the new challenges. The Corps of Engineers must likewise adapt its plans in support of the Army's Transformation.

An Army at war cannot do business in a peacetime manner. As a MACOM, we must challenge every procedure, process, regulation and law that impedes our ability



U.S. Army Corps of Engineers Photo
Lt. Gen. Bob Flowers, Chief of Engineers, reviews the relief efforts at Ground Zero. The U.S. Army Corps of Engineers responded immediately after the disaster to support the rescue and relief efforts.

to support the war effort. There is great sentiment throughout the Army to challenge the way we do business today in the acquisition arena, resource management, budgeting, personnel and the environmental laws and regulations by which we must abide. We must identify what should be changed.

Our success as a MACOM in supporting the Army relies, as always, on our people. Throughout Corps history, our people have always met the challenge of every crisis, every emergency and every war effort. With full engagement of all, this command can be a real force multiplier for the Army and the Nation. Internal communications, now more than ever, is vital. Our people need to know what is going on, where they can contribute and how their efforts will make a difference. They need to know now that they live and work in a theater of war. They need to know that they can no longer take for granted the security that our country provides. And they need to know what their country and Army are doing to fight this war, at home and abroad.

We will never live again as we did before 11 September. Yet, we may never again feel the American unity, patriotism and resolve as we have since 11 September. We must capitalize today on our National will. As individuals, as a MACOM and as an Army, we can be a part of winning this war. When we do, life in America will be better than before 11 September.

Essayons! □

Corps Administrative Staff Makes Things Happen

by Justine Barati

Imagine making transportation arrangements, reserving accommodations, preparing safety equipment, and tracking the movements of 112 people that you never met and sometimes didn't even know were coming. Imagine doing these tasks while you also prepare to move from the Boston and Philadelphia areas to New York City. That is exactly what the administrative staff of the Division Forward Office (DFO) do to assist Corps response efforts in the wake of the World Trade Center attacks.

At the time this story was written, there were 112 Corps employees assisting the Federal Emergency Management Agency (FEMA) and the City of New York with their emergency efforts. A total of 209 people have been in-processed and 97 have been out-processed by the Division Forward Office's administrative staff. However, as missions change and as people move in and out of the operation, these numbers change daily-sometimes almost hourly.

When working with this many people and with requirements changing daily, "[p]eople have to be flexible. They must be physically and mentally capable to adapt with changing circumstances. You have to think outside the box in terms of meeting requirements," said Amanda Muscavage from Philadelphia District.

The first challenge for the DFO was making sure employees had the proper safety equipment. Because of Occupational Safety and Health Administration concerns, all workers at the World Trade Center and landfill sites were required to wear hard hats, steel-toed boots, respirators, and goggles. This created a logistical concern since Corps' supplies for distribution at the DFO were limited.

The DFO worked to find merchants who sold the equipment and to get it as quickly as possible. It was imperative that employees get safety equipment immediately, so they could get out to the field and begin working. "We're out there getting it [safety equipment] right away for them. We can't afford to wait. Once people check in, we have to get them out to the site quickly," said Bill Bailey from the

Flowers4.jpg ([with AdminSupport.doc](#))

Senior Army officials toured Ground Zero including in the left foreground, Dominic Izzo, Principal Deputy Assistant Secretary of the Army (Civil Works); Lt. Gen. Bob Flowers, Chief of Engineers; and the Hon. Thomas White, Secretary of the Army.

Philadelphia District.

Safety also involves knowing the location and status of each Corps worker. "We track employees to make sure they are accounted for and to see that they aren't missing or injured. We track them all the way home. We have to make sure that we don't have any Corps employees fall through the cracks," said Bailey.

The emergency response created an immediate need for equipment and lodging for incoming personnel. The DFO team worked to fulfill these requests while still finding ways to save money for the Corps, and ultimately the customer, FEMA. "We've managed to get many items at a reduced cost," said Bailey. Hotel accommodations for the more than 200 people who deployed were arranged at a reduced rate. "The rate we are paying is \$159 per night versus the government rate of \$198 a night. This saves money for the Corps and; ultimately, the customer," said Bailey.

Arranging for supplies and logistical considerations is central to the mission of the DFO. "We are here to support the people in the field doing the work. They are heroes of this effort and it is our job to make their job as easy as possible," said Muscavage.

To ensure security of personnel and to prevent the theft of personal property, access to sites involving the emergency efforts are highly restricted, this includes access to the DFO. Part of the DFO's job is ensuring that all personnel have the proper badges necessary to complete their jobs. Each site has different badge

requirements and badge requirements are most stringent for those working at the World Trade Center and landfill sites.

"The hardest part of the job has been coordinating badges for everyone," said Muscavage.

As operations for the disaster evolved, so too did the badge requirements. Throughout the first two weeks of the emergency, badge requirements were changing and all of the badges required photos on them. "At one point, there were five different types of badges. It was difficult to find a way to get badges for employees out in the field working 12-hour shifts," said Muscavage.

Muscavage worked with FEMA and the city to figure out what badges were needed and to make accommodations for workers in the field to ensure that everyone received the proper identification badges.

The key to the success of the DFO team has been the flexibility of all the workers, said Bailey. "I am very lucky. We had a bunch of people initially deployed who were willing to do anything and everything to set this operation up," said Bailey.

Throughout the operation, everyone has chipped in to do what it takes to get the job done. Drivers have loaded boxes and bought supplies, engineers have assisted with administrative duties. We have all worked together as a team, said Muscavage.

"This has been a total team effort and is just absolutely terrific," said Bailey. □

Boat Crews are Corps' Unsung Heroes

by Justine Barati

As streets became jammed with emergency vehicles and people trying to flee the scene, the Hudson River became the highway for supplies, victims and rescuers and Corps boats were the taxis to safety.

Immediately after the second tower of the World Trade Center collapsed, members of the Corps' fleet were underway.

Personnel from the Philadelphia and New York Districts were in the Manhattan, N.Y., for a Coast Guard boat safety class. After the second collapse, William Linus and Tim LaFontaine, both from New York District, suggested that the crew get underway in an effort to assist in any way possible, said Joe Meyers from the New York District.

"All the personnel there volunteered to help automatically. Without a second thought, they placed themselves on duty," he said.

The assembled Corps fleet consisted of the Motor Vessel Hocking, the M/V Hatton, the M/V Hudson, the New York Survey Boat #1, the M/V Hayward, the M/V Gelberman, and the M/V Driftmaster.

Corps boats weren't the only vessels assisting with the evacuations. "The area became crowded with boats as professional mariners from the area moved in to assist. Anything that could float was pulling everyone off," Meyers said.

"When we arrived, the people on the pier had a deep stare and were covered in dust. They were afraid to leave and afraid to stay," said Tony Hans from the New York District.

The Corps ferried 2,300 people off the island. Three marinas were set up at Caven's Point, N.J., to receive the passengers. The first marina was for those who evacuated the island. The second marina was for the injured, and the third marina was for the critically injured. "On each return trip, the crews would bring back emergency personnel. Busses and trains waiting at Caven's Point then took the people home," said Meyers.

The M/V Hayward assisted local fireboats and fire trucks by transporting supplies. Since access to the area was limited, it was difficult to supply the vehicles with needed fuel and water. "They were passing five-gallon cans by hand. There was no other way to access the site," said Josh Daskalakis from New York District.

The M/V Hayward supplied firefighters with more than 16,000 gallons of fuel and water. This allowed the firefighters to continue their operations without having to leave to refuel or find more water.

At one point, the M/V Hayward had a stack of supplies 20-feet wide, 20-feet long, and 10-feet high, said Meyers. Shipments included flashlights, batteries, protective gear, food, water, lanterns, and shovels.

The M/V Hocking became the command vessel the day of the attack. Within hours of the collapse, they transported the Commander of the North Atlantic Division, Brig. Gen. M. Stephen Rhoades, to the site to assess the situation and offer Corps assistance.

After the initial transportation of citizens to Caven's Point, more Corps boats joined the response crew to assist with the ongoing mission of supporting the Corps, FEMA and the City of New York's transportation and supply needs. These boats were the M/V Wampanoag, the M/V Cataumet, and the M/V Colvin.

These boats continue to shuttle personnel and dignitaries to various sites involved with the disaster. Since then, they have also transported the Chief of Engineers, Lt. Gen. Robert Flowers, members of Congress, and multiple Army staff members.

Their supply mission also continues. "We transport people and supplies like hard hats and masks for Corps employees," said Walter Grauling from New York District.

While continuing operations in support of the Corps' mission here, the boat crews are also completing their day-to-day assignments. "There's nothing these Caven's Point employees can't do," said Hans. □



U.S. Army Corps of Engineers Photo
The several twisted columns of steel are all that remain standing of the World Trade Center after the Sept. 11 attack. Over 160 Corps personnel deployed to New York City to aid in the rescue and relief effort.

World Trade Center – Ground Zero – Sept. 11

by Wayne Stroupe

I was pulling into the PATH station (local subway) under the World Trade Center about 9 a.m. *that morning*," said Joe Seebode of the New York District. Seebode was the nearest Corps employee to the World Trade Center on Sept. 11, the day of the terrorist attack.

"I had meetings at the Port Authority on the 62nd floor at 9:30 a.m.," said Seebode. As the New Jersey-New York Harbor Program Manager, Seebode often had to visit the Port Authority's offices in the World Trade Center on business.

"As we pulled into the station, the public address system came on and asked us to exit the station immediately due to smoke conditions. We were under the World Trade Center Plaza and there was smoke in the building. I put my tie over my face and headed for the exit. There was no panic," said Seebode.

"As we got near the top of the escalator, which brings you to ground level from five floors below, we heard what sounded like a bomb going off. It was the second plane hitting World Trade Center. You certainly felt the explosion. I looked to my left, my normal exit, saw daylight, and began to run. I came out on the Vesey Street (north) side. Debris was falling all around me. I kept moving north, only later grasping how close in proximity large

Continued on Page 10
See Ground Zero

Nashville Personnel Respond to Disaster

by Bill Peoples

Before night fell on Sept. 11, the Nashville District had already received a call to respond to the disaster in New York City. The request was for the District's Rapid Response Vehicle (RRV). It was followed by a request an emergency manager.

"On Sept. 11, a couple hours after the attacks, the Division EOC called us here and said stand up the RRV and prepare for an immediate deployment, when we call you back," said Jared Gartman, natural disaster manager, Nashville District. "They didn't call back on the 11th. On the 12th, they called asked if Dave or I were available to deploy as an emergency manager. I said 'yes.' So, they said get your stuff together, you will deploy."

Gartman deployed on Friday, Sept. 14 as one of three emergency managers sent from the

Great Lakes and Ohio River Division. He was deployed until Oct. 7.

"When I arrived pretty much everyone in the Division was working in the EOC," said Gartman. "They were working 16 people on three shifts, a 24-hour operation. They didn't have an emergency operations center stood up, as we know it. Another emergency manager and I assessed the situation, provided some guidance and started standing them up as an operations center. The first thing we noticed is they had no supplies so we made out a big shopping list and got the things we needed. No one had specific duties so we assigned people specific tasks. We put some procedures in place to keep things organized. The next week about eight reservists who were activated came in, and we let the civilians go back to their regular job. The reservist took over the operation of the EOC."



U.S. Army Corps of Engineers Photo
RRV #03 is deployed at Pier 90. Deployed from the Nashville District originally with James Sowell, Mike Swing and Cleo Howard, it was one of only two Rapid Response Vehicle deployed by the Corps after the disaster.

In all five team, members from Nashville responded to the NYC disaster. Gartman worked in the North Atlantic Division Emergency Operations Center. James Sowell, Ken Laster, and Mike Swing manned the RRV, and Cleo Howard helped driver the RRV to NYC and then returned home. The RRV #3 was deployed to NYC on Sept 15 and redeployed to Nashville on Oct. 1.

Both the New York District and the North Atlantic Division were victims. The New York District office was only a couple of blocks from the World Trade Center. Its building was damaged. The North Atlantic Division was without communications abilities due to trunk lines under the World Trade Center being destroyed.

"We initially set-up at Fort Hamilton, the North Atlantic Division headquarters to provide communications capabilities," said James Sowell, team leader, RRV #03. "We drove all

night on Friday to get there and arrived about a quarter to three on Saturday morning. We were just going to park the RRV and get some rest, but the commander wanted us to go ahead and set-up when we arrived so he could have communications the next morning when he arrived. We worked all the way through to Saturday afternoon. Then on Sunday, it was decided that we were needed at Pier 90, the Emergency Response Office, so we left Fort Hamilton at noon and went to Pier 90."

After the RRV moved to Pier 90, Mike Swing hurt his knee on Monday and needed to be replaced on the team. Ken Laster



U.S. Army Corps of Engineers Photo
(Left to right) Maj. John Vickers, Deputy District Engineer, Philadelphia District; Tom Waters, Director of Technical Services, North Atlantic Division; Ken Laster, information management representative, RRV #03, James Sowell, team leader, RRV #03; Maj. Gen. Hans Van Winkle, Deputy Chief of Engineers; and Brig. Gen. Stephen Rhoades, Commander, North Atlantic Division.



U.S. Army Corps of Engineers Photo
James Sowell, team leader for RRV #03, ensured that the RRV functioned flawlessly during its deployment to New York City. The RRV provided communications support to Corps assets.



U.S. Army Corps of Engineers Photo

Ken Laster, information management representative for RRV #03, made sure the communication equipment, including a satellite dish, functioned and met the needs of the support personnel.

was deployed to replace Swing arriving late Tuesday night. He took over the information management responsibilities.

“I handled any communications problems that might come up and answer any questions in the IM arena,” said Laster.

“When I arrived the RRV had already been repositioned and set-up at Pier 90 so I maintained the Satellite communications for networking capability and other equipment such as an FM repeater and a AM single side band, which we used to communicate back to the District. We also extended our network out of the RRV about 400 feet to other hubs that serviced people in the upstairs of Pier 90 and FEMA also.”

RRV #03 had no failures while being deployed and according to Sowell did not use all of its capabilities. It did provide vital communications to Corp team members and other agencies and proved itself again.

“I felt like it was a cause well worth our deploying to,” said Laster. “We were able to do everything they asked us to do. RRV #03 proved itself a valuable asset to the District and the Corps.” □



U.S. Army Corps of Engineers Photo

The RRV #03, which deployed from Nashville, was set-up at Pier 90, the North Atlantic Division’s Forward Office, to provide communications capabilities to Corps personnel and other agencies as well.

0659s.jpg (with double truck)

U.S. Army Corps of Engineers

Photo

The RRV#03 first deployed to New York it provided communications capabilities to Brig. Gen. Rhoades, commander of the North Atlantic Division.

0662s.jpg (with double truck)

U.S. Army Corps of Engineers

Photo

Mike Swing (left) and Jared Gartman, both from the Nashville District, set-up a satellite communications link for the North Atlantic Division.

Corps of Engineers Helping New York Recover

by Bernard Tate

Many employees of the Army Corps of Engineers employees are still supporting recovery operations in New York City following the terrorist attack on the World Trade Center.

Corps employees have completed a debris operations plan for New York City and the Federal Emergency Management Agency. Part of the challenge, officials said, was to determine what material can be recycled, and what can be placed in landfills or offshore disposal areas.

The Corps of Engineers provided emergency electrical power for the recovery operation and the opening of the financial district.

Structural experts and surveyors from throughout the Corps have been on-site in New York to help the city evaluate some of the more complicated building situations. Those who were skilled at urban search and rescue evaluated areas that were safe for rescuers to enter, and recommended ways to secure the unsafe areas.

At the height of the operation, more than 900 Corps personnel were supporting recovery efforts, including employees of the Corps' North Atlantic Division and New York District who normally work in the area, and 164 others deployed from around the nation.

From the first hours after the hijackers crashed into the World Trade Center and the Pentagon, members of the U.S. Army Corps of Engineers have worked on the scene and behind the scenes to assist in the recovery effort, officials said.

Seven Corps vessels joined a spontaneous armada that evacuated people from Manhattan who had no other way home. The Corps boats evacuated more than 2,000 people. Many of them were covered with concrete dust, and many were visibly shaken, but the transport went smoothly and without incident, vessel masters said.

"Everyone was so great," said Liz Finn, assistant vessel master aboard the *Gelberman*, a converted tugboat used for drift collection, which got underway to lend assistance minutes after the towers were hit.

"No one got hysterical, there wasn't any pushing or shoving, and every small

boat in the harbor was helping," Finn said. She and other crew members had been attending a training class at the district's Caven Point facility when the hijacked airliners crashed into the towers of the World Trade Center. They ran out onto the pier and hopped aboard vessels berthed there.

That day, Corps boats also carried more than 200 firefighters and emergency personnel from New Jersey to Lower Manhattan, and refueled New York City fireboats with 3,300 gallons of fuel, much of it transferred by hand in five-gallon buckets.

The Corps' mission during a disaster is Emergency Support Function 3 (Public Works and Engineering), officials explained.

The Disaster Field Office is at Pier 90 in Manhattan. To date, FEMA has assigned the Corps of Engineers missions to assist New York City with emergency power, technical assistance, debris-removal assessment, and structural safety assessment. As of earlier this week, FEMA had authorized \$4.41 million for the Corps of Engineers to accomplish these missions.

The Corps of Engineers sent two Deployable Tactical Operations Centers to New York City for command-and-control. DTOCs are 37-foot tractor-trailers designed to function as a field office for a 38-person staff working at a disaster site. FEMA received one for its use. The Corps also deployed two Rapid Response Vehicles to New York City. RRVs are self-contained mobile command-and-control centers packed with communications and computer gear to support a seven-person staff. FEMA and the Corps used the DTOCs and RRVs to form a linked communications network around the area of destruction in New York City.

Thirty-eight DTOC and Logistics Planning and Response Team personnel are in New York City working a 24-hour operation at Ground Zero to support FEMA and the New Fire Department.

The federal missions continue to decrease, officials said, as the city takes over full responsibility for the response and recovery operations.

The dredging mission for the Corps has concluded after around-the-clock opera-

tions. Greater barge access will significantly speed the removal of debris, officials said.

The Corps' New York District set records granting emergency dredging permits to provide vessel access to the World Trade Center area and financial district.

On Sept. 13, New York City requested a permit to dredge 120,000 cubic yards of material from around Pier 25 to allow large boats to support rescue and recovery operations. Brig. Gen. Stephen Rhoades, North Atlantic Division commander, gave permission in record time to dredge and place material in the Newark Bay Confined Disposal Facility.

Five days later, the city sought permission to dredge 60,000 cubic yards of material between the Governor's Island ferry terminal and the downtown heliport. The existing depth of the East River at that point (about eight feet) was not enough to accommodate boats operating there after the attack. Again, the district granted permission quickly.

Corps boat crews in New York also continue to support rescue and recovery efforts in New York City. Their work has included: fueling support, providing antifreeze and lubrication oil for New York City fire trucks, transporting 1,000 gallons of potable water for the New York Fire Department, transporting shovels and two forklifts to Lower Manhattan, and ferrying emergency personnel to Lower Manhattan.

The survey boat *Hatton* has ferried respirators from Pier 40 on New York's west side to North Cove near the World Trade Center. The respirators protect searchers at Ground Zero from heavy dust, asbestos, and other contaminants.

The 249th Engineer Battalion (Prime Power), the only Army unit assigned to the Corps, deployed 31 personnel to New York City — 16 from Fort Belvoir, Va., and 15 from Fort Bragg, N.C. The 249th soldiers were led by their battalion commander, Lt. Col. Kevin Wilson, but worked under the direction of FEMA.

Consolidated Edison, New York City's utilities company, asked these soldiers to help install 50 1,500-kilowatt generators supplied by the city. Each generator is

Continued on Page 9

DTOCS Support Fire Department at World Trade Center

by Wayne Stroupe

For days and weeks, they were the forward command centers for the Fire Department of New York (FDNY); the only communications in a sea of destruction and confusion at the World Trade Center.

The U.S. Army Corps of Engineers' Deployable Tactical Operations Centers (DTOC) were the nerve centers for the FDNY. "They didn't have a good place to operate until we got here," said Mike Miller at Ground Zero - World Trade Center.

Miller is the national team leader for the Deployable Tactical Operations System, of which DTOC is a major subsystem. This system is designed for deployment and operation at major disasters. The Corps currently has three DTOCs; two are located in Mobile District and one in Sacramento District. Miller works out of the Headquarters of the U.S. Army Corps of Engineers Tactical Support Center, which is located in the Mobile District.

Each DTOC contains several vital components that can be used collectively or separately as dictated by a disaster situation. The Corps moved two DTOCs to the World Trade Center where their components were distributed to set up four separate command posts around the 12-block area of destruction.

The DTOC components include two 40-foot semi-trailers, a motorized emergency command and control vehicle, a motorized emergency supply vehicle, and two 40-kilowatt generators. The equipment includes 26 computers, computer network, phone lines, cell phones, digital imagery, copiers, radios, satellite communications, fax machines, GPS equipment, and working areas that allow complete command, control and communications functions from any location.

"We are supplying FDNY units to work in, communications, and logistics support," said Miller. "Whatever FDNY wants, we try to do."

New York City's \$13 million emergency operations center was located at 7 World Trade Center. Built to withstand every conceivable man-made and natural event,

the center along with its invaluable equipment and facilities was lost when the inconceivable happened on Sep. 11.

"They lost most of their emergency communications equipment and capabilities in the collapse," said Miller.

"We were watching the events that morning on the TVs in our emergency operations center in Mobile. We saw the damage. We started preparing our units to move before we even got the orders to deploy. We were moving within hours."

Miller credits Mobile and New Orleans District drivers for quickly getting the DTOCs rolling and to the World Trade Center. They left Mobile at 8 p.m. on Sep 11 and arrived at the site and set up at noon on Sep 13. The convoy drove straight through using two teams of drivers. Police escorts were provided through New Jersey and New York to expedite the DTOCs arrival.

Once on site, the DTOCs were linked with a Federal Emergency Management Agency (FEMA) team for coordination. "The FEMA - Corps team was instrumental in our success. They were experts with fire fighting backgrounds, we had the equipment and capabilities. They helped us understand the firefighting requirements and acted as a direct liaison to the FDNY," said Miller. "We learned a lot from them; they learned a lot from us."

Continued on Page 11
See DTOCS



U.S. Army Corps of Engineers Photo
One of the Deployable Tactical Operations Centers (DTOCs) stands at Ground Zero in New York City. Four DTOCs were deployed to serve as command posts for the Fire Department of New York City.

5-041s.jpg (with Corps of Engineers Helping New York Recover.doc)

U.S. Army Corps of Engineers Photo
The Corps was part of a multi-agency team which responded to the disaster in New York City.

Continued From Page 8

housed in a 40-foot container. They were used to power medical triage facilities and transient housing to support the relief effort.

On Sept. 17, a team of nine ConEd personnel augmented by five 249th soldiers installed two generators at Water Street to provide power for several buildings in the financial district, including New York Mercantile Exchange and the NASDAQ Electrical Hub.

"This is a temporary measure until ConEd gets reliable commercial power established," Wilson said. "This is typical of what our unit has done at all disaster sites."

Soldiers from the 249th also provided technical assistance in evaluating the city's power grid.

On Sept. 19, Secretary of the Army Thomas White visited Ground Zero (the rubble area where the World Trade Center collapsed) in a group that included Lt. Gen. Robert Flowers, the Chief of Engineers.

"Everything the President said about this country being at war, that we are in a new security environment, and that we are in a fundamental change to a new way of life, is true," White said. "To the Corps of Engineers I would say...while your history is impressive, given the current situation, your finest hour is a chapter yet to be written. The nation will look to your extraordinary capability to protect and sustain our infrastructure against a wide variety of threats."

Ground Zero Continued From Page 5

pieces of debris crashed around me.

"The scariest part for me was when I got away from the building about 50 yards; I ran into a wall of dazed people who were watching the terrible events unfold. I started yelling at people to get out of there — debris was still falling. I never had time to think if I was going to die. I just kept moving and trying to keep everyone else moving."

Seebode made it to the Federal Building, the New York District office location only a few blocks away, and found they were evacuating. He kept moving north in a wave of people. He was on the corner of Broadway and Worth Street when the first World Trade Center tower fell.

"I saw the first one fall. The smoke and dust cloud was behind us. It came within a block or two of us. I couldn't fathom the fact that if this all occurred ten minutes later, I would have been on the 62nd floor of the World Trade Center," said Seebode.

"People had pocket radios and, by that time, we knew it was a terrorist attack. People were shocked, and it was complete bedlam. I was lucky to meet four other colleagues from the district and we found solace in each other as we traveled together. We were 12 blocks or so farther when the second tower fell.

"My wife knew I was going to the World Trade Center that day. With cell phones down all over, I didn't get a message to her until almost 1 p.m. She still has that answering machine message saved. Listening to it today is a grim reminder of the shock, disbelief and horror I experienced that day. I seem to hug my young sons more often these days," said Seebode.

Seebode walked north to Penn Station, but no trains were running. He headed to the waterfront for a ferry, but the lines were too long. He sat in a coffee shop, and like most of America, watched the day's events unfold on television.

"Col. O'Dowd, the New York district engineer, called me on my cell phone after he heard I was at the World Trade Center. I tried to make it back to the district office, where he was, to begin to assist in rescue and recovery operations, but wasn't able to get there. I finally made it home around 5 p.m.," said Seebode.

That long day would lead to many more

for Seebode. He went the next day to Caven Point, the New York District Marine Center, located just across the Hudson River in New Jersey. This became the temporary Emergency Operations Center for the New York District, since their center in the district office was closed.

"We were running our boats, ferrying people, equipment, and supplies. We moved thousands of people both during and after the tragedy, including many injured during the first few hours after the attack. We did whatever we could to help," said Seebode.

On the night of Sept. 12, Seebode started working on the logistics and emergency permits needed to allow dredging in the Hudson River to accommodate barges taking debris from the World Trade Center site to the landfill. "In less than two days, we were ready to go. A lot of credit goes to our federal, state, and city partners in cutting red tape and working this through telephone calls and hand shakes.

"With the estimates of debris we were getting, I knew that to effectively and efficiently move the material out of the site would require even more barge unloading sites. Going via truck was not going to work because of the bridges, tunnels and traffic," said Seebode.

"As the New Jersey-New York Harbor Program Manager, I had been working on efforts to deepen the harbor and doing environmental restoration. I know the contractors and the issues. I knew the scrap and landfill sites were accessible by water."

On Sept. 14, Seebode became the official Corps liaison to the City of New York. He was instrumental in several major areas that involved Corps expertise, including dredging, barging and permitting. His connections with city, state and federal officials and contractors helped ease many of the tensions surrounding the magnitude of the situation at hand.

The week following the disaster, a second Corps permit to begin dredging was issued to New York City on Sept. 20. Dredging started on Sept. 24 at Pier 6 in the East River, close to Ground Zero at the World Trade Center. The Corps work was done under a \$790,500 emergency contract issued to Great Lakes Dredge and Dock Company. Under the contract, more than 55,000 cubic yards of material was moved

to create a deeper berthing area for barges. "The site has already been used to bring large electrical transformers into lower Manhattan and debris barging operations will be implemented shortly," said Seebode.

Since that fateful day, Seebode, along with his fellow Corps team members from the New York District, other districts in the North Atlantic Division, and Corps' division, district, and laboratory offices across the nation, have been on the forefront of the Corps' response. "We are prepared to provide any assistance to New York City and the Federal Emergency Management Agency (FEMA) as needed for the duration," said Seebode. "The Corps response has been fantastic. We've done everything FEMA and New York City asked."

As a New York City area resident, Seebode is also thankful. "Corps people came here from across the country. Some put their arms around me, and they felt for this city and this country at the same level we who are here at Ground Zero felt.

"I am so proud of my agency and my heartfelt thanks goes out to everyone who has helped us in our time of need. This is truly an Esprit de Corps." □



U.S. Army Corps of Engineers Photo
Allen Mosley, with the Mobile District,
discusses recover operations with other
Corps team members as part of the U.S.
Army Corps of Engineers response.

Corps' Urban Search and Rescue Structure Specialists Risk Lives at Ground Zero

by Justine Barati

As Kelley Aasen from the San Francisco District walks through the rubble of what used to be the World Trade Center, it becomes readily apparent that the Corps' urban search and rescue structure specialists have one of the most dangerous jobs in the Corps.

The mission of the Corps' urban search and rescue structures specialists here at the World Trade Center site is to aid urban search and rescue teams in their search for survivors buried beneath the debris.

While firemen and police desperately dig through the wreckage, Corps structures specialists monitor hazards within the rescue area and do safety analysis to mitigate the hazards associated with the search and rescue operations. The structures specialists also assist by providing the advanced technology needed to find survivors in massive amounts of rubble.

The motto of these search and rescue teams is "so that others may live" and all members of the Corps' structures specialist cadre said that the hardest part of this disaster for them was waiting for the call to go out and assist.

"We are trained to do this and this is what we want to do when we're needed. We all felt a sense of duty to respond and assist with this effort," said Tim Willard from Sacramento District.

"As rescuers move through the debris, we have to monitor slippage of the debris pile and look at hazards as we move items. We are not here to slow down operations, but to make the operations safer," said Aasen.

Aasen said that the Corps' team knows the firemen will go into the hazardous situations to save survivors without regard to building stability. "We have examined past responses and the challenge is that you can't tell a firefighter 'no.' They will go in to rescue people no matter what. Our biggest concern is that we want those guys to go home safe," said Aasen.

The Corps learned about the determination of firefighters to save survivors

during rescue operations in Mexico City in 1985 during earthquake search and rescue operations. Because search and rescue teams will enter dangerous areas to save victims without regard to their own safety, Mexico City lost as many rescuers as people that were safely rescued.

In 1991, the Corps developed the concept of training Corps and Federal Emergency Management Agency (FEMA) structural engineers to deal with the unique situation of interacting with firefighters during a search and rescue operation. Through this training, the Corps' structures specialists are better able to address the concerns of the firefighters, while working to improve the safety conditions for the firefighters during their search and rescue efforts, said Aasen.

The Corps' search and rescue structures specialists are part of a cadre of trained search and rescue professionals across the nation. Since these teams are in close communication during many major disasters, members of the Corps' team know many of the rescuers involved in this effort from their work after the Oklahoma City bombing.

"We even knew some members of the New York City urban search and rescue team and that makes this personal," said Rick Tillman from the New Orleans District.

Previous working relationships with organizations now responding to the World Trade Center disaster have also improved the Corps' ability to respond to the needs of FEMA and New York City.

"I think we have shown multiple agencies the Corps' ability and how we can help them in their efforts," said Norman Skjelbreia from Seattle District.

Throughout the search and rescue efforts, the Corps' structures specialists have also seen what they know so well, the dedication of firefighters. "The firefighters and policemen have been great. They are out here working all the time, even when they're off duty and manning bucket brigades. We are just glad that we are here to support them and make their lives safer," said Skjelbreia. □

DTOCS, Continued From Page 9

"Early on, the most critical part was communications. Our guys made it work. We provide communications links from the command post to the sectors. We can contact anybody from these units. George Palmer, the communications and information technology manager on the national team was instrumental in making the various modes of communication work to fit the need. The whole team did some remarkable work here."

The DTOCs team consists of 14 people and includes people with emergency operations, communications, information management, logistics, and administration expertise. The DTOC teams run 24 hours a day, seven days a week in 12-hour shifts.

"The guys we brought with the DTOCs and the Northwest Division's Logistics Management Planning Response Team (24 team members) provided outstanding support. It has been an outstanding experience for all of us," said Miller. "We've gotten accolades from FDNY, from Chief Hayden, and on down for our work."

"Because we worked so close with FDNY, we felt their hurt. There are a lot of sensitivities, emotional ups and downs – anger, frustration, sadness," said Miller. "The team has held up great. We have watched our fellow team members to keep an eye on everyone to make sure we are all OK."

On Sep. 27, a fire detachment from the National Fire Academy in Emmitsburg, Va., that was pulling out stopped by the command DTOC. They wanted the DTOC team to participate in a memorial service for the fallen firemen. One of the firemen sang St. Peter's prayer. "It was pretty emotional for us," said Miller.

The firemen also made the DTOC team honorary firemen. "They told us they considered us to be firefighters and some of their brothers – a tough group to break into. But they thought we deserved it."

The future, both near and long-term, holds different missions and directions for the DTOC. "We are looking at providing more permanent facilities for FDNY, setting them up, then pulling our people and equipment back home," said Miller.

"When we get home we will do some detailed after-action reports – this worked, this didn't. With the world situation as it is now, we will definitely need more of these units. These are forward fighting platforms, and the fight is the disaster recovery." □

U.S. Army Corps of Engineers
Nashville District
P.O. Box 1070
Nashville, TN 37202-1070

CHANGE SERVICE REQUESTED

PRSRT-STD
U.S. POSTAGE
PAID
NASHVILLE, TN
PERMIT NO. 559

Going Into the Red Zone

by Justine Barati

It was as if the earth had been ripped open, exposing the bastions of hell," said Kurt Amundsen, Jacksonville District.

"The physical destruction is one thing, it is hard to relate that there's probably about 5,000 people within that rubble," said John Kedzierski, New England District.

"I've been down there five times and I'll never get used to going down there," said Gary Kehoe, North Atlantic Division.

The "Red Zone" is the restricted area around the site of the World Trade Center Towers, also known as "Ground Zero."

Kehoe is the coordinator of the Corps' access to the zone. He works with the state and city emergency management offices to coordinate access into the area by Corps personnel.

Access to the zone is severely limited to prevent the theft of crime-scene evidence and personal property. The safety of the general public is also a consideration.

"There is a large volume of heavy equipment (cranes, dump trucks, front loaders, etc.) operating in the area. Early concerns for safety included the possibility of injury resulting from falling debris

and/or the possible collapse of additional structures in the immediate area, which suffered collateral damage during the attack on the World Trade Center," said Kehoe.

"The firemen don't want anyone down there sightseeing, this is hallowed ground now," said Kehoe. "They [the firemen] have lost more than 300 of their brother fire fighters and they continue to work their rescue operation with undaunted resolve as they dig through the rubble that was once a grand and glorious office complex."

Those who enter the area must have a special pass. These passes are displayed at checkpoints run by the state police, the National Guard, and the New York Police Department. The guards also monitor the area inside the zone for safety; making sure people are not blocking heavy equipment.

Only mission-essential employees and visiting dignitaries are allowed in the area. "The dignitaries must see the devastation in person to better appreciate what has happened here," said Kehoe.

"There is no comparison between



U.S. Army Corps of Engineers Photo
A picture of Ground Zero in New York City. The Nashville District team members who deployed say that no picture can adequately describe the devastation or the heroic efforts of rescue and relief workers.

seeing and smelling the devastation first hand and seeing it via video and photographic images. I believe these visits will ensure they have no second thoughts when it comes time to act and provide the funding and personnel needed to prevent such a horrific incident from ever happening again."

Stephen Browning, South Pacific Division, assisted with the dignitary visits, including multiple Congressional tours within the zone. He says his job is to tell them about the great work the Corps is doing and according to him, "That's an easy sell." □